



**STATEMENT OF PROCEEDINGS
FOR THE REGULAR MEETING OF THE
LOS ANGELES COUNTY COMMISSION FOR
CHILDREN AND FAMILIES
KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, ROOM 739
LOS ANGELES, CALIFORNIA 90012
<http://latchildrenscommission.org>**

Monday, September 19, 2016

10:00 AM

AUDIO FOR THE ENTIRE MEETING. (16-4781)

Attachments: [AUDIO](#)

Present: Commissioner Genevra Berger, Commissioner Carol O. Biondi, Commissioner Maria Brenes, Commissioner Patricia Curry, Commissioner Liz Seipel, Vice Chair Jacquelyn McCroskey, Vice Chair Wendy B. Smith and Chair Sunny Kang

Absent: Commissioner Candace Cooper, Commissioner Wendy Garen, Commissioner Sydney Kamlager, Commissioner John Kim and Commissioner Janet Teague

I. ADMINISTRATIVE MATTERS

1. Call to Order. (16-4647)

Chair Kang called the meeting to order at 10:08 a.m.

2. Introduction of meeting attendees. (16-4648)

Members of the public were invited to introduce themselves.

3. Approval of the minutes from the August 15, 2016 meeting. (16-4649)

On motion of Vice Chair Smith, seconded by Commissioner Brenes (Commissioners Cooper, Garen, Kamlager, Kim, and Teague being absent), this item was approved.

Attachments: [SUPPORTING DOCUMENT](#)

II. REPORTS

4. Chair's Report. (16-4650)

Chair Kang reported the following:

- **The 2016 Commission elections will take place on Monday, October 17, 2016. Commissioners interested in the positions of Chair or Vice Chair may contact Tamara N. Hunter, Executive Director; and**
- **On Tuesday, September 6, 2016 the Board of Supervisors approved a motion directing the Department of Children and Family Services to develop a comprehensive plan for best supporting children, resource families and parents in meeting family visitation requirements. DCFS was directed to include input from stakeholders, including the Commission; please let Tamara know you are interested in working on this issue.**

5. Report by Philip L. Browning, Director, Department of Children and Family Services. (16-4651)

Brandon Nichols, Chief Deputy Director, Department of Children and Family Services (DCFS) reported the following:

- **Philip L. Browning, Director, DCFS, is accepting an award today on behalf of Los Angeles County for the Mobile Client Portal, from the American Public Human Services Association at the 49th Annual IT Solutions Management (ISM) Conference in Phoenix, Arizona;**
- **DCFS will be recognized at the Board of Supervisors meeting on Tuesday, September 20, 2016 and will accept six awards from the National Association of Counties (NACo) for the following:**
 - o **Mobile Client Portal;**
 - o **Warrant Tracking System;**
 - o **Student Tracking System;**
 - o **Youth on the Move Program;**
 - o **CSAC Program; and**

o ARC payments.

- All are encouraged to attend Supervisor Michael D. Antonovich's last "All for the Love of Kids" event this week; he will be honored for the years of support for children;
- DCFS will be implementing a housing program with the YWCA that will provide both housing and independent living skills for youth. Due to the unique program design, the state licensing department is currently working on placing it in a distinct category that will allow the facility a license to open next month. The program will function like a Supervised Independent Living Program (SILP);
- Hotline calls have increased; however, the use of DCFS' shelters has not been affected;
- Currently working in collaboration with Commissioner Curry, Vice Chair Smith and others to create a master list and inventory related to self-sufficiency and ILP programs; the list will be utilized to plan for future programs; and
- The implementation of Continuum of Care Reform (CCR) is on track, the Resource Family Approval (RFA) process will begin on January 1, 2017 and in preparation DCFS has submitted their RFA plan and Foster Parent Recruitment Retention and Support plan to the State of California. At the request of the Commission, plans will be sent to Tamara N. Hunter, Executive Director.

In response to questions posed by the Commission, Mr. Nichols indicated that an internal review related to the recent child fatality case that involved Yonatan Daniel Aguilar in Echo Park is currently in progress; DCFS was involved with the family years prior and in a preliminary review the child was considered to be in good care and connected to services. There was no further contact within the last four years. A Board Motion to review DCFS' structured decision making was approved.

Commissioner Curry expressed interest in having a child fatality presentation and asked that the item be placed on a future agenda.

Further questions can be submitted directly to Mr. Nichols or Tamara N. Hunter, Executive Director.

Chair Kang asked if there is a way to investigate if other agencies provided services to Yonatan Daniel Aguilar and his family and when the child was last in school. Mr. Nichols indicated that other agencies are not required to notify DCFS of their involvement. The Office of Child Protection (OCP) may use the case to review system wide discrepancies.

III. PRESENTATION

6. LA Model: Re-visioning Juvenile Justice in Los Angeles County

- Angie Wolf, PhD, Director of Justice Strategies, National Council on Crime and Delinquency
- Bill Stanton, Strategic Consulting Sr. Director, Casey Family Programs
- Dave Mitchell, Acting Deputy Chief, Residential Treatment Services Bureau, Probation Department
- Vince Yu, Capital Projects Program Manager, Project Management Division, Department of Public Works (16-4655)

Alberto Ramirez, Director, Probation Department, joined the panelists in the presentation.

Commissioner Biondi introduced this item and provided a brief overview and history of the work involved in moving this project forward; she thanked and commended all involved.

Dave Mitchell, Acting Deputy Chief, Residential Treatment Services Bureau, Probation Department, provided a brief overview of the LA Model Project and introduced Vince Yu, Capital Projects Program Manager, Project Management Division, Department of Public Works. Mr. Yu thanked all involved and provided a PowerPoint presentation on the project:

- The new facility will have 120 beds;
- Will focus on Care & Custody vs. Custody & Control;
- Floor area of 64,500 square feet;
- Scheduled to be completed by January 2017 and be move in ready by April 2017;
- A total of five cottages, administration building, a swimming pool, a

kitchen equipped for culinary arts, with a multi-purpose room equipped with audio and visual capabilities, a visitor's area, and gymnasium;

- Designed to look like a college campus;
- The gymnasium will have an open dual stage area connected to the school, two duplexes, each with a capacity of 12 persons and designed to look like a mountain chalet; and
- All are invited to attend the grand opening.

Commissioner Biondi asked when Camp Miller will be closed. Mr. Mitchell confirmed that a Board letter requesting the closure of Camp Miller has been submitted.

Commissioner Biondi introduced the LA Model segment and commended Michelle Newell for her involvement. Commissioner Biondi noted that Camp Kilpatrick is located in Malibu Hills and the Court should only send children that really need to be detained, rather than children not doing well in school. The age range will be 16 to 18 years of age.

Angie Wolf, Ph.D., Director of Justice Strategies, National Council on Crime and Delinquency (NCCD) introduced herself and provided a brief overview of her experience. Ms. Wolf and Bill Stanton, Strategic Consulting Sr. Director, Casey Family Programs, were brought on board to translate the vision of advocates into actual practice within the Probation Department (PD). Ms. Wolf added that when NCCD and Casey Family Programs took over project management, there were existing committees that had done a lot of the work. Ms. Wolf and Mr. Stanton rebooted and moved forward with the project.

Mr. Stanton presented the following:

- His work with this project began six (6) months ago and focused on implementing recommendations;
- Currently, there are two (2) major committees:
 - o Implementation Team: consists of seven (7) PD staff, one (1) Department of Mental Health (DMH), and one (1) Los Angeles County Office of Education (LACOE) staff. This team takes all the

recommendations and develops strategies to implement them; and

- o Team of 12: consists of four (4) advocates, four (4) PD staff, four (4) Board of Supervisors staff, one (1) Union staff, one (1) DMH staff, and one (1) LACOE staff. They help the Implementation Team get through barriers and approve the recommended strategies to move forward. This group provides updates to the broader stakeholder community on a quarterly basis.

Ms. Wolf added that the parent and youth representatives also help with decision making.

Mr. Ramirez addressed staff training and presented the following:

- Staff training for the LA Model was informed by the Staff Training Recruitment and Reentry Committee, Programing Committee, Casey Family Programs, and NCCD;
 - o Dialectical Behavioral Training - A cognitive behavioral therapy identified for the LA Model is already used at other camps with success. It includes strong collaboration between PD and DMH in working with the youth;
 - o Small Group Training - Delivered by the Missouri Youth Group Institute (MYSI). The cottages are designed for small groups; no more than 12 youth in a core. MYSI will help with staff adapting to how they need to be trained. They will be on site on a monthly basis helping with feedback on improving the model rollout;
 - o Trauma Training - This was identified because staff need to know about the trauma youth experience, as well as understand the “baggage” that they deal with and may need to address. It is a two-fold approach to help the PD in working with and helping the youth, as well as meeting the youth where they’re at. The PD needs to work with youth and develop the relationships that are needed to support them in the success of their program in this camp;
 - o Family Engagement Training - The family needs to have a voice and we need to do a better job in connecting them in all aspects of the program. The family needs to be involved in the camp plan, as well as the after care plan. They need to know about the mental health issues

and educational challenges their child may be facing. The PD needs to identify all the ways they are going to connect the youth and the families, especially if the families cannot make it to the facility. The training will give staff a better understanding of all the barriers that exist and hopefully make the PD more cognizant of how assertive they need to be in reaching out to the families;

- o **Case Planning Training** - An area that needs to be developed. We need develop good reentry plans and make the right connections for youth in the community. The LA Model really grasps that the greatest need is in reentry. Reentry was one area that all four subcommittees covered and it starts at the moment youth enter the facility;
- o **Youth Diversity Training** - This training will be headed by NCCD. This is another area that will help staff work better with youth, families, and anyone that touches the lives of youth within the facility;
- o **Youth Development Training** - This training was identified by the Staff Training Recruitment and Reentry Committee. This training will complement the dialectical behavioral training; and
- o **Arts for Incarcerated Youth Training** - This will be a program of social skills and life skills within the facility, headed by NCCD. Staff will be trained on how they will deliver these programs to youth.

Mr. Ramirez stated that as they move forward in this process, things could change. They anticipate training at a minimum of a month long with periodic boosters and focus groups as needed.

Commissioner Biondi added that many of these trainings will be required for all staff in the camp system.

In response to questions posed by the Commission regarding training in adolescent development, Dave Mitchell, Acting Deputy Chief, Residential Treatment Services Bureau, PD, confirmed that it will be addressed throughout several trainings and these topics build on each other.

Mr. Stanton noted that in order to successfully achieve the integrated model, all staff working on site will receive training.

Mr. Mitchell presented the following:

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- The team is trying to mitigate the 56 hour shift as a treatment model and trying to add diversified shifts;
 - There are ongoing meetings with the Union. They believe there is room for negotiation for less 56 hour shifts and more diversified shifts;
 - One of the struggles they are facing is recruiting staff that will work 40 hour shifts in the area of the site. They are also looking at recruiting staff from other areas;
 - There have been ongoing meetings with Local 721, representing supervising staff, and Local 685, representing line staff. They are recruiting for an implementation team to include, one (1) Supervisor, a Program Director, an Assistant Director, two (2) Deputy Probation Officer I, and two (2) Deputy Probation Officer II. The goal is to have people interested in being part of the implementation team ultimately become part of the staffing;
 - The Union has shown support for the new model, which is a good sign.
 - They are currently in the process of interviewing for the position of Director and have identified a System Director;
 - Staffing will be pulled from the old item control list of Camp Kilpatrick and Camp Miller;
 - There are enough staff in place to open half the facility. They will have to identify other resources to open the rest of the facility; and
 - This will be a staffing rich model. There will be a staff person for every six (6) youth and one backup staff who works on programing and provides supervision.

Ms. Wolf presented the following:

- There are three (3) pillars that are informing the program development:
 - o Research Informed – We’ve looked at best practices with regard to staffing models, staff training, types of clothes both kids and staff should be wearing, etc.;

- o **Cognitive Behavioral Treatment – Widely recognized as the “what works for juveniles and prevention of recidivism”. We are creating an integrated model, that moves beyond just “packaged curriculum” given in doses. All staff will receive training on an entire cognitive behavioral approach so that the entire milieu and experience will be a therapeutic environment that will help youth frame the way they are looking at things and provide positive reinforcement for good behavior; and**
- o **Small Group Model – We now know that the boot camp style facility has a negative effect on youth. We are committed as a community to doing things differently and embracing the small group relationship focus model of interacting and supporting young people in the facility.**

Mr. Stanton stated that this is a new model and a new way of working with youth and families in the system and presented the following:

- **The Implementation Team recommended the following attire for youth:**
 - o **School uniform - Polo shirts with school logo and dark pants/shorts will be provided for each student to keep. All students in class will be wearing the same thing;**
 - o **Recreation Clothing - Must fit appropriately. The PD will provide quality clothing for youth who do not have the resources;**
 - o **Shoes - Should be black and they can bring their own; and**
 - o **Laundry - Each cottage will have two (2) laundry rooms. Each youth will be given a mesh bag for their own garments to be washed and returned to them.**
- **Clothing for Staff:**
 - o **The camp will do away with military style clothing and staff will be required to dress in business casual attire; and**
 - o **Staff will have professional identification for public outings.**

Ms. Wolf added that part of it is getting away from the military culture, but also embracing that the PD can be partners in positive treatment for

youth and the dress code must match that.

Ms. Wolf presented the following:

- Parent engagement was a direct outcome of the committee work;
- Since these children are not from Malibu, the teams will have to think strategically of how to engage parents from the beginning, including thinking creatively about transportation;
- We've spoken to experts around the country and one of the things they do is work with local churches to identify church leaders that are willing to provide transportation to families and bring them to the camp;
- There is a possibility utilizing DMH vans for transportation;
- It is critical to maintain connectivity between the youth and their parents, and their own children. Children of incarcerated parents are the most high risk children in this nation right now;
- Parent advocates developed a set of protocols and criteria for parent orientation and parent engagement. PD officers are currently doing outreach with parents;
- Parent advocates have reported that they feel better when another parent who has been in a similar situation and provides outreach in a less formal way to inform them and advises of what to expect at the camp. Parent advocates are responsible for establishing the context for the facility visits.
- Family is broadly defined, including anyone that has been involved in the youth's life and provides support; caring adults who have been committed to them. These families should be included in both the treatment and reentry planning. Sometimes parents are not appropriate to support this transition, but finding an active, caring adult for the youth to return home to is important and is something this model will be addressing from the very beginning of youth and parent engagement; and
- Advocates have created their own Bill of Rights that is largely borrowed from work with CYA and DJJ. There is a family advocate position at the Kirby location; possibly looking for two positions. We are starting with a small to make sure it's being implemented right, then it

will expand as we have a chance to pilot and work out the kinks. It is very likely there will be several advocates at the Camp Kilpatrick facility.

A member of the public asked if the model will include Skype or audio/visual visits. Mr. Mitchell confirmed that the camp has video conference capability.

Commissioner Curry commended the team and congratulated Commissioner Biondi on her advocacy for the camp. She also wanted to recognize Vice Chair McCroskey, Vice Chair Smith, and Commissioner Caster of the Probation Commission.

Commissioner Biondi expressed her appreciation to the presenters.

Ms. Wolf indicated that the core model characteristics is detailed in vision document produced by the committees, that will be made public soon. Ms. Wolf continued with the following:

- The idea of small groups and small home like cottages is to eliminate the feel of an institution for kids. Institutions are not conducive to treatment, growth, or development. Working in these more attractive home like settings with the right bedding and clothing that fits makes kids feel more confident and less shameful. The model is also about establishing norms and culture within the facility;
- The idea of extensive and ongoing individual attention for youth is key, as it includes opportunities to acknowledge when youth do something well and reinforcing their positive actions;
- Safety is a critical component. It is important to have positive relationships with PD staff, and with each other. Establishing a context where kids can learn and support each other is critical;
- “Parents are partners” is a value of this model. It will be practice and policy;
- Long term case planning for intensive aftercare planning and support will be incorporated into this model; and
- Academic, vocational, and communication skills are all areas to be developed, providing youth self-confidence and skills they can take into the community and practice long term.

Member of the Public, Hailey Korman, announced that the LA Model vision document will be made available to the Commission as soon as they complete the publication process.

A member of the public, Wanda Harris, addressed the presenters and Mr. Mitchell confirmed that there will be separate schools and special education services provided. The school should be able to serve a variety of youth and their needs. Ms. Wolf added that there will also be reading and math intervention programs.

Ms. Wolf presented the following:

- The assumptions of the treatment model is its backbone. These are the assumptions they will be included in training for PD staff and LACOE staff. Once staff picks up the treatment model, people will see that a system reform and culture change is on its way.**
- The model is changing the mindset and assuming that youth are doing the best they can; youth want to improve; youth want to have a different skillset to be able to draw from; and youth want to negotiate situations in different ways. The model needs to embrace these assumptions.**
- If it is not a healthy place for staff, it will not be a healthy place for kids. If we create a healthy and supportive structured environment for staff, it will allow them to create a healthy environment for kids;**
- Kids and families have to learn and practice new behavior in all aspects of their lives;**
- The most important aspect is that kids and families cannot fail. The model is going to be relentless and supportive of them. It will be creative, systematic, and supportive as change is created. Responsibility will be placed on the adults that care about the youth;**
- The five (5) basic functions of the treatment model- improving capabilities; improving motivation; ensuring that we are able to generalize skills; creating an environment that has a positive treatment milieu, looks and feels healthy; and enhancing provider skills and motivation; and**
- Assessment is a big deal. We don't want judges to think that this facility is a treatment option for kids that are high needs. The only way**

to prevent this is through an assessment tool. We are working to get judges on board. A larger group will be created, to include public defenders and the Los Angeles County District Attorney so that they are using a structured decision making tool around camp placements. It is important that there is a specific tool for each decision point around system entry. The assessment that will prevent this camp from being filled with kids that are at risk or high needs. Individualized assessment tools are being explored.

The assessment will be important in helping the facility figure out what resources need to be available for kids.

Ms. Wolf added that the treatment will be individually focused.

Mr. Stanton commended the PD in making this all work.

In response to questions posed by the Commission regarding supporting the Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) groups, Mr. Mitchell confirmed that RISE is currently working with the PD to address LGBTQ issues and they can incorporate their trainings into training for the LA Model. They are currently entering an agreement with RISE to train all the juvenile staff. The training is incorporated into the Juvenile Correction Officer Core (JCOC) Academy, staff are in training for six (6) weeks, then an additional three (3) to four (4) weeks; possibly extending to four (4) to five (5) weeks for additional training.

Vice Chair Smith thanked the presenters.

Mr. Mitchell indicated that they emphasized the change in PD. It starts with assessments. They have plans to replicate this model at Camp Scott; the Board is supporting the revamping of Camp Scott. The real work begins in the community and this where they have to embrace this philosophy.

In response to questions posed by the Commission regarding community engagement, Mr. Mitchell stated that one of the best vehicles to educate the community and getting youth to engage in the community would be the Juvenile Justice Crime Prevention Act (JJCPA). They are looking at redesigning JJCPA and plan to engage their community partners. He added that we also have to look into the funding stream and look at other models of training.

Commissioner Biondi stated that a lot of this project was paid for by foundations and mentioned that two weeks ago JJCPA had a \$1.5 million contract out to evaluate the program.

Ms. Wolf added that NCCD is working closely with Supervisor Kuehl's office on a public knowledge and dissemination campaign, similar to marketing for the new LA Model. The funding is coming from larger communities and it is important that the whole County embraces this new approach or the funding will go away.

Vice Chair McCroskey added that every person involved has stepped up fully and whole heartedly. Vice Chair McCroskey stated that as an advocate, you work on so many things that never get to this point and we should consider the key pieces that got us to where we are today.

Mr. Mitchell stated that much is being borrowed from best practices used with the 241 population.

Ms. Wolf confirmed that there will be a follow up outcome study plan.

Attachments: [SUPPORTING DOCUMENT](#)

IV. MISCELLANEOUS

- 7.** Matters not posted on the agenda, to be discussed and (if requested) placed on the agenda for action at a future meeting of the Commission, or matters requiring immediate action because of an emergency situation or where the need to take action arose subsequent to the posting of the agenda. (16-4652)

There were no matters presented.

- 8.** Opportunity for members of the public to address the Commission on item(s) of interest that are within the jurisdiction of the Commission. (16-4653)

No member of the public addressed the Commission.

- 9.** Adjournment. (16-4654)

The meeting adjourned at 12:03 p.m.